



# Retaining, Recruiting and Developing Workforce 2005

*Workforce 2005 Report, Conference Start Solutions*

The acquisition workforce in the Department of Defense will soon be facing a mass exodus of highly specialized civilian employees that could have a dramatic effect on its ability to provide the warfighter with the modern weapon systems needed to defend U.S. national interests. This situation is exacerbated by over ten consecutive years of DoD drawdowns combined with an extremely competitive labor market. In response to these challenges, Dr. Jacques S. Gansler, Under Secretary of Defense for Acquisition, Technology and Logistics, USD(AT&L), formed the Acquisition Workforce 2005 Task Force to identify initiatives that will enable the Department to ensure its Acquisition, Technology and Logistics Workforce is prepared for the future.

Dr. Gansler established two goals for

the Task Force: (1) produce a report that would identify personnel initiatives to enhance DoD's ability to man-



*Dr. Jacques S. Gansler, USD(AT&L), calls the changing demographics of the future acquisition, technology and logistics workforce a great opportunity for DoD.*

age the acquisition, technology and  
(continued on page 4)

## New Acquisition Model, 5000 Rewrite

Dr. Jacques Gansler, Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) announced the release of a new acquisition model that will guide the development and procurement of major weapon and information programs for the Department of Defense. The release completes an 18-month effort involving all components and key functional stakeholders to develop a model for systems development and acquisition that more closely parallels the best of breed in the commercial sector.

The new model is captured in two new policy documents. DoD Directive 5000.1 describes the underlying management principles and DoD Instruction 5000.2 describes the policies and procedures that implement the principles.

"This new model is a critical  
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## Commerciality: Opportunities for DoD Acquisition - 17th Annual Defense Systems Management College Alumni Association (DSMCAA) Symposium

With the emphasis on greater use of commercial business practices and greater use of commercial entities to do the work that the DoD acquisition, technology and logistics workforce manages, commerciality is key to acquisition reform. Principles, policies and practices of DoD acquisition increasingly have been modeled after the best of the commercial world.

In this spirit, the DSMCAA brought DoD and industry representatives together for its 17<sup>th</sup> Annual Symposium: "Commerciality: Opportunities in DoD Acquisition," held June 20-22, 2000 at the Defense Systems Management College (DSMC) campus, Fort Belvoir, VA.

The Symposium dedicated three days to education on all aspects of commerciality as DoD and industry representatives focused on a variety of panels and workshops. Setting the tone for the Symposium were keynote speakers Dr. Jacques Gansler, Under Secretary of Defense for Acquisition, Technology and Logistics and Mr. William Kovacic, Professor of Law, The George Washington University Law School.

### ***Continuing Commercial Acquisition Reform***

Dr. Gansler discussed the goals and

successes of the acquisition reform effort. "Better, faster and less expensive" now prevails throughout DoD, including an increase in Total Asset Visibility from 56 to 94 percent, a reduction in inventories from \$60B to \$48B and pilot programs that achieved lower costs and better results. Citing the Joint Defense Attack Munitions program with its 50 percent reduction in cost and proven performance in Kosovo, Dr. Gansler said, "You can do things faster and cheaper and still be a lot better." Dr. Gansler noted DoD's upcoming challenges. The Department must maintain the Revolution in Military Affairs and the Revolution in Business Affairs while transforming the acquisition, technology and logistics workforce. However, he sees these challenges as opportunities to implement more reforms.

Mr. Kovacic addressed maintaining reform through the interruptions of Congressional budget cycles and the wait between measuring success and the next round of reforms. He says there are three ways to maintain that momentum:

- ♦ Adjust rules and procedures as you go for maximum flexibility and performance, rather than focusing on maintaining rules.

- ♦ Give managers the latitude to succeed and fail. "Don't shoot good people when they fail," said Mr. Kovacic, "In the high tech industry, there will be 3 or 4 failures for each success story."
- ♦ Stay close to your users and listen to what they say.

### ***The Workforce is Key***

A key tenet in commerciality for DoD acquisition is that government managers become administrators of commercially outsourced work. From where will the workers and managers come? With DoD drawdowns, an aging workforce and a tight labor market in information technology, most panels emphasized that the workforce will be a key to acquisition reform and warfighter readiness. "DoD is driven by workforce realities in terms of obtaining technology," said Mr. Stan Soloway, Deputy Under Secretary of Defense (Acquisition Reform), "People aren't planning for 15 to 25 year careers anymore. HR (Human Resources) representatives report that the average worker tenure is 3 to 5 years." That has a direct impact on DoD planning for

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## NAVICP: Managing Suppliers, Not Supplies

The Naval Inventory Control Point (NAVICP) provides program and supply support for the Navy's Ships, Aircraft and Submarines and to Foreign Military Sales (FMS) customers. Formed in October 1995, NAVICP was established by merging the former Aviation Supply Office (ASO) in Philadelphia and the Ships Parts Control Center (SPCC) in Mechanicsburg. The merger brought together all of the Navy's Program Support Inventory Control Point functions under a single command, in order to reduce costs and infrastructure, and standardize inventory management procedures. To accomplish these goals, NAVICP has moved from managing supplies to managing suppliers, and from buying parts to buying performance, allowing NAVICP to more fully leverage the advantages offered by the commercial sector. NAVICP also has moved aggressively to institute electronic commerce, develop an eBusiness strategy, adopt commercial practices and apply the tenets of acquisition reform.

In moving from managing supplies to managing suppliers, NAVICP has relied significantly on the use of full service, Performance Based Logistics (PBL) contracting. Under PBL, contractors are afforded an expanded role in program logistics. PBLs may include such features as contractor responsibility

for storage, handling and shipping of material, requirements determination, repair services, configuration management, obsolescence management and technology insertion. The contracts normally call for availability guarantees, and often include incentives for improved availability and reliability. Some PBLs also include public/private partnership arrangements under which a prime contractor and the Government share management responsibilities.

PBL arrangements have saved money while delivering better results. NAVICP's Replacement Inertial Navigation Unit (RINU) system contract is a perfect example. The predecessor to RINU, the LTN-72, had a Mean Time Between Failure (MTBF) averaging only 200 hours. In September of 1996, a competitive, best-value contract was awarded for production and support of the RINU system. To date, 224 RINU systems have been installed in Navy aircraft, and the MTBF for the unit is now hovering around 7,000 hours (an improvement of about 3,500 percent over the LTN-72). Fleet response to the new system has been overwhelmingly positive.

Where PBL arrangements don't make sense, NAVICP has successfully pursued long term contractual arrangements. Two five-year contracts in

support of H-53 helicopter components have eliminated backorders against these components for the first time in the aircraft's history and reduced Repair Turn-Around Time on reparable components from an average of 300 days to 60 days. As a result, NAVICP has generated significant cost savings and avoidances, and was able to replace \$25 million in Government Furnished Material with Contractor Furnished Material.

NAVICP has taken a holistic approach to the DoD's Acquisition Paperfree goals by focusing on both internal and external data exchanges and by selecting technology solutions that improve, not just automate, the acquisition process. The command is developing an electronic portal that will bring together NAVICP's work in business and Electronic Data Interchange (EDI) with its efforts in creative contracting and PBL. This ePortal will create a web-based community for NAVICP's customers and suppliers to conduct business. It will offer both Business to Business and Business to Customer services, linking NAVICP's customers to its services and directly its suppliers' services.

Most recently, NAVICP conducted the first-ever Federal Government web-based reverse auction. In a reverse auction of this type, pre-qualified sup-

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## New Acquisition Model, 5000 Rewrite

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step forward in acquisition reform because it provides the Program Manager with far more flexibility than ever before," Dr. Gansler said in releasing the new model. "It is the way we need to do business if we want to get the best technology we have to our warfighters more quickly and at a lower cost."

The new acquisition model reflects a clear preference for evolutionary acquisition strategies that employ mature technology to provide useful military capability to the warfighter as rapidly as possible. The technologies will be proven before product development begins and will be demonstrated before production begins. These strategies will be based on time-phased operational requirements that are matched with projected threats and available technology.

The revised documents place increased emphasis on interoperability (the requirement for systems to operate together to achieve maximum combat effectiveness) and give priority consideration to the use of commercial products, services and technologies to meet Department requirements (in order to ensure that the latest technologies, often found in the commercial sector, are included in our systems). They emphasize the integration of logistics and system acquisition to produce more reliable systems and maintain them in a more timely and cost-effective way. These new documents complement changes already made in the Chairman of the Joint Chiefs of Staff Instruction 3170.01A that emphasized time-phased requirements, interoperability as a key performance parameter and costs addressed in other requirements documents, among other things. Copies of the Directive and Instruction are available at <http://www.acq.osd.mil/ar>. Look for an additional DoD 5000 Rewrite article in the next issue of *AR Today*!

—AR—



## A&LR Week - Embracing 21st Century Change

**May 22-26, 2000 - A Week to Reflect on Lessons Learned, The Road Ahead**

Rain didn't dampen the fighting acquisition and logistics spirit as Acquisition and Logistics Reform (A&LR) Week 2000 kicked off in the Pentagon on May 22, 2000. The Honorable Rudy deLeon, Deputy Secretary of Defense (DEPSECDEF), General Henry H. Shelton, Chairman, Joint Chiefs of Staff and Dr. Jacques S. Gansler, Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) welcomed participants and told them the difference their work makes and why acquisition reform must continue.

"The force that wins is often the one that is best prepared for change," said General Shelton, noting the theme of A&LR Week, "Embracing Change for the 21<sup>st</sup> Century Warfighter." DEPSECDEF Mr. deLeon urged the

acquisition workforce to continue down the road of reform. "To quote Will Rogers, 'Even if you're on the right path, you won't get anywhere if you stand still,'" he said.

***"The force that wins is often the one that is best prepared for change."***

Dr. Gansler presented the United States Army Medium Tactical Vehicle Replacement Program Team, United States Marine Corps Weapons Systems MARK 46 Development Team and National Reconnaissance Office Relay Satellite Team with the David Packard Award for Acquisition Excellence.

Activities at the Pentagon included 30 presentations on topics critical to acquisition & logistics reform, ranging from lessons learned by various acquisition teams to interoperability and logistics transformation. The Services and Defense Agencies came out in force with 40 exhibit booths.

If you missed A&LR week, presentations, training modules and other materials are still on the acquisition reform web site. Take a look at <http://www.acq.osd.mil/alrweek2000>. —AR—



*A chemical truck was one of the warfighter's tools exhibited at A&LR Week Opening Day at the Pentagon.*

## Workforce 2005

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logistics workforce and recommend programs to implement them; and (2) coordinate and monitor implementation and assess results. Mr. Keith Charles, Director, Acquisition, Technology and Logistics Career Management and acting Director, Acquisition Education, Training, and Career Development, leads the Acquisition Workforce 2005 Task Force. The Task Force's members include representatives from each Service as designated by the Service Acquisition Executives and representatives of Defense Contract Management Agency, the Defense Logistics Agency and the Deputy Assistant Secretary of Defense for Civilian Personnel Policy.

On May 15-16, 2000, the Task Force convened the DoD Acquisition Workforce 2005 Conference in McLean, VA. More than 80 representatives from DoD, other federal departments, private industry, professional associations, and academia participated, ensuring broad diversification of viewpoints.

The primary goal of the conference was to generate ideas and alternatives to attract, hire, train, retain and professionally develop the members of the future Acquisition, Technology and Logistics Workforce. Mr. Charles stressed that the Department is at a critical point—and must immediately take proactive steps to minimize the adverse impact on the DoD acquisition mission. He also told the audience that the conference was a critical first step in solving what is a DoD, government-wide, and national workforce problem, and the "work we are doing here will be closely watched, both inside and outside DoD." Mr. Charles noted that the diverse backgrounds of the participants would generate the kind of "out of the box" thinking required to meet this challenge.

During opening remarks, Dr. Gansler stated that he sees the current personnel situation in the acquisition workforce as a tremendous opportunity for the Department. With just a few months remaining in the current administration, Dr. Gansler wants to focus on implementation—getting something started to resolve the long-term problem. He said that the Department already has outstanding people, and the challenge is to develop and retain these quality workers, while recruiting more of the same caliber.

The Task Force's draft report, "Shaping the Acquisition Workforce of the Future" and the conference proceedings are available at <http://www.acq.osd.mil/yourfuture>. Click on the links "Reports and Briefings" and "May Conference", respectively, to find the information. —AR—

## Simulation-Based Acquisition (SBA) Integrates Processes, Reduces Risk and Cost

Major weapons systems are getting increasingly complex as we enter the 21st century. The sheer magnitude and scope of the "system of systems" represented by next generation military systems and platforms present a major challenge to the capabilities of today's development teams and their methods, processes, and tools. In this environment, there are few stand-alone systems, and follow-on systems are often radical departures from their predecessors. The cost, schedule, and risk required to develop these major systems is growing and many large systems are delivered over budget with significant performance or functionality shortfalls. To prevent this requires a bold, innovative shift in the acquisition

process and the underlying system-engineering model of product development and life cycle support. Simulation Based Acquisition (SBA) is that model. SBA is a Department catalyst for continuous, integrated process improvement and change, and provides the warfighter with goods and services better, faster, and cheaper.

SBA is a joint industry and DoD initiative that uses simulation technology to integrate the process across acquisition phases and programs. The intent of the initiative is to reduce the time, resources and risk associated with acquisition while at the same time enabling Integrated Product and Process Development (IPPD) and enhancing the quality of the product. SBA uses Modeling and Simulation and other virtual reality technologies.

The purpose of SBA is to facilitate an unprecedented quality of enterprise-wide, collaborative decision-making across the acquisition life cycle through: substantially reducing time, resources, and risk associated with the entire acquisition process; increasing the quality, military worth, and supportability of fielded systems while reducing total ownership costs throughout the total life cycle; and enabling IPPD across the entire acquisition life cycle.

The SBA process offsets increased performance risk by enabling the user to become a member of the design team and to influence the design much earlier than the current process allows; and this provides rapid feedback to the design team by enabling them to perform "what if" analyses,

or iterations, on hundreds of different designs.

SBA also can save money by "getting it right" in the early stages. Studies confirm that 90 percent of the total ownership costs of a system stem from decisions made before Milestone II. If the confidence level is high that form, fit, and function will be right, requiring little rework and modification, costs will go down and the product will be fielded sooner.

The merits of SBA are just now being documented. Industry has demonstrated that SBA processes can increase quality and reduce risk.

Examples of SBA's demonstrated value include:

- ♦ The Boeing 777 normal life cycle time was reduced from twelve to three years (For more information,

go to <http://www.boeing.com/commercial/777family/cdfacts.html>).

- ♦ The Plymouth Prowler was fielded in eighteen months, rather than five years. (For more information, go to <http://www.chrysler.com>, then click on "Prowler.")
- ♦ General Dynamics Electric Boat was able to halve the time required for submarine development, from fourteen to seven years. (For more information, go to <http://www.gdeb.com/capabilities>.)

These examples demonstrate that SBA produces measurable improvements in cost, schedule, productivity, quality and performance. For further information on DoD and the Services' use of SBA, the Defense Modeling & Simulation Office Modeling & Simulation Information Analysis Center has a SBA Special Interest Area for DoD and industry acquisition professionals with helpful links and success stories at <http://www.msosa.dmsa.mil/sba/>.

—AR—

### NAVICP

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pliers bid real-time over the Internet for the award of a contract. NAVICP demonstrated this approach on a contract for multi-service aircraft ejection seat components. The contract generated estimated savings of 28 percent over historical prices. NAVICP plans to use the license negotiated with the reverse auction service provider to make reverse auction services available to other DoD entities.

NAVICP demonstrates clearly how to use commercial methods and electronic business strategies to maintain its competitive advantage and better serve the warfighter. In leveraging the best and most up-to-date commercial practices of the private sector, NAVICP is an example of present and future success in commercial acquisition.

—AR—

## DSMCAA Symposium

(continued from page 2)

major acquisitions, which will span many of those shorter worker tenures.

Both DoD and commercial defense industries will be under pressure to provide the best technical people possible. But, they also face increased competition for the best technical personnel with the "dot.coms" and other industries. This could have a negative impact on supplying warfighters with the latest technologies. "A lack of current technical expertise in PMs (Program Managers) is one factor that inhibits CMI (Civil-Military Integration)," said panelist Ms. Marilyn Andrulis, President and CEO, Andrulis Corporation, "That training must be made available."

Brig. General Frank Anderson (USAF), Commandant, DSMC addressed this issue. Training cannot be a matter of choosing courses; training must focus on building particular skill sets. DoD training and education also can be used as leverage in an increasingly competitive labor market, according to Dr. Gansler. "The thing that lures people into the government world is that it might not be the highest-paying job, but it is the most technologically challenging job."

### Customer Focus

The symposium luncheon and banquet speakers emphasized customer focus, advising participants to begin the acquisition process with the end in mind.

In his remarks, Soloway said that acquisition reform and commerciality come down to performance, flexibility

and communication. All acquisition processes must begin with the customer in mind, rather than a subject matter or job area perspective, according to Soloway. "We are not particularly good at defining our customer and taking a global view," he said, "Industry is much better at that than DoD." The DoD 5000 Rewrite is directed to providing the flexibility needed to establish and maintain customer focus because requirements and acquisition will be more closely aligned.

Soloway urged the audience to think about the impacts of change from within and outside of DoD. For instance, there has been an enormous shift in how Research & Development (R&D) is invested in the U.S. economy. Twenty years ago, DoD was the "big spender" in R&D and that is no longer the case. DoD's place in the market has changed dramatically and it must focus on competing for people and partnering for technologies with the commercial sector. To do so, DoD has taskforces and committees in place working on workforce issues and performance-based acquisition.

Many panel discussions and workshops took place during the symposium, covering issues of major impact to DoD's future in commerciality, including:

- ◆ Congressional Support for Commerciality
- ◆ Risk Management
- ◆ Acquisition Strategy for Commercial Items

- ◆ Evaluating Risk of Commercial Strategies
- ◆ Electronic Commerce in DoD
- ◆ Update on DoD 5000
- ◆ Prime and Subcontractor Views of Commerciality at the Subcontractor Level
- ◆ Price Based Acquisition as a Vehicle to Implement Commerciality
- ◆ Commercial Best Practices for Special Warfare (SW)
- ◆ Alternative Dispute Resolution
- ◆ Performance Based Payments
- ◆ New Directions in DoD Logistics
- ◆ Dual Use Technologies in DoD
- ◆ Transitioning to ISO 9000:2000
- ◆ Acquisition Reform in Commercial Aircraft
- ◆ Small Business Innovation Research
- ◆ Managing Earned Value
- ◆ Lean Aerospace Initiative – Economic Incentives
- ◆ Commercial Contracting
- ◆ Software Metrics
- ◆ The Good, the Bad and the Indefinite Delivery Indefinite Quantity (IDIQ)

Each panel and workshop addressed changes in their respective areas and their impacts on the future of DoD acquisition.

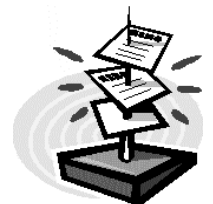
While aspects of commerciality in DoD acquisition are new and being improved, one thing is certain: Commerciality is the future and the future is now.

—AR—

## UPCOMING EVENTS

**The Naval Logistics Conference, "High Yield and Precision Logistics,"** cosponsored by the Deputy Chief of Naval Operations (Logistics) and the Marine Corps' Deputy Chief of Staff for Installations and Logistics, will be held **14-16 November 2000** at the Marriott Waterside, Norfolk, VA. There will be three general tracks – Technologies & Weapon Systems, Logistics Reform and Life Cycle Logistics – and a government-industry exhibition cosponsored by the American Society of Naval Engineers (ASNE) and SOLE – the International Society for Logistics. Contact ASNE at (703) 836-6727 for conference information, Tom Clark Association at (757) 437-1942 for exhibitor information or go to the Web: <http://www.NLC2000.org>.

The **National Association of Purchasing Management (NAPM)** will hold its Third Annual Economic Summit on **12 December 2000** in New York, NY. The Summit is designed for senior level supply professionals seeking an insider's look at the business economy and will feature NAPM's Semiannual Economic Forecast. For more information, go to <http://www.napm.org/Conferences/EconomicSummit.cfm>.





## Packard Awards Showcase the Finest in 21st Century Acquisition

*"The civilian and military personnel who support the Defense acquisition system for both new and fielded systems are our most valuable assets."—Under Secretary of Defense Policy on Recognition and Awards for Acquisition Personnel*

The 2000 David Packard Awards for Excellence in Acquisition (Packard Awards) were awarded to three teams that demonstrated innovation and best acquisition practices. Award recipients were the United States Army Medium Tactical Vehicle Replacement (MTVR) System, the United States Marine Corps Department of Navy Advanced Amphibious Assault Vehicle (AAAV) MARK 46 Weapon System Development Team and the National Reconnaissance Office (NRO) Communications Directorate, Relay Satellite Team.

The awards are named for David Packard, co-founder of Hewlett-Packard Company and its chairman emeritus until his death in 1996. As a former deputy secretary of defense under President Nixon's first administration and former chairman of the Presidential Commission on Defense Management chartered by President Reagan, Mr. Packard advocated innovative team techniques to achieve excellence in Defense acquisition. Accordingly, the Packard Award recognizes organizations, groups and teams that have demonstrated superior accomplishments significantly contributing to Defense acquisition reform initiatives and acquisition programs.

The winners effectively used many tenets of commercial acquisition strategies in their efforts:

### **United States Army Medium Tactical Vehicle Replacement (MTVR) Program**

**Team:** The combined U.S. Army, U.S. Marine Corps MTVR team executed a cutting-edge acquisition strategy, eliminating military standards and specifications in favor of commercially available items. The team realized lower operating costs, achieved best value and integrated commercial practices resulting in a real revolution in off-road mobility.

### **United States Marine Corps Weapons Systems MARK 46 Development Team:**

The Development Team uses a world-class model that exemplifies the use of Cost as an Independent Variable, Interoperability and Integrated Product and Process Development to improve warfighter capability while significantly reducing total ownership cost.

**National Reconnaissance Office (NRO) Relay Satellite Team:** The NRO's Relay Satellite Team delivered the last of a multiple satellite buy ahead of schedule and under budget. The new relay satellites will have eight times the capability of their predecessors. The team integrated commercial practices and new technologies to build the satellites better, faster and cheaper. It was among the first in NRO to use an earned value system of management and became the role model for other NRO programs.

More information and videos on the Packard Award winners can be found at <http://www.acq.osd.mil/alrweek2000>.

—AR—

### **Congratulations to the 2000 Packard Award Winners!**

**United States Army Medium Tactical Vehicle  
Replacement Team**

**United States Marine Corps Weapons Systems MARK 46  
Development Team**

**National Reconnaissance Relay Satellite Team**

## **AR ON-LINE**

**Back-to-School Edition:  
Acquisition Education Goes  
Online!**

The Defense Acquisition University's (DAU) Virtual Campus is now in session! DoD students and education staff can enter the Virtual Campus to take or administer courses. DAU offers a variety of online courses serving the acquisition community in areas ranging from Contracting and Procurement to Software Acquisition Management, plus Acquisition Core and Senior Courses. Log on to <https://dau4.fedworld.gov/dau/main.cfm> to create your student account and get educated!

Federal Acquisition Institute's (FAI) Online University offers self-paced and instructor-led courses in Contracting Orientation, Market Research for Acquisition Officers, Contracting Officer's Representative, Acquisition Planning for Contract Specialists and training for acquisition professionals in the Javits-Wagner-O'Day Program designed to help people with disabilities. FAI Online University also offers virtual "campus" perks such as a career management center, library and bookstore. Go to <http://www.faionline.com> for more details.

These and all web sites spotlighted in this column can be directly linked from the "Other AR Sites" page on the DUSD(AR) web site (<http://www.acq.osd.mil/ar/ar.htm>). It's the most comprehensive listing of AR-related sites anywhere on the web...

**Bookmark it!**

## Commercial Item Acquisition: Considerations and Lessons Learned Guide Available

To help program managers and the integrated product teams and contractors that support them capitalize on the technical advances in the commercial marketplace, Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Dr. Jacques Gansler and Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C3I)) Mr. Arthur Money recently released the guide: *Commercial Items Acquisition: Considerations and Lessons Learned*.

This guide provides an overview of considerations inherent in such acquisitions and summarizes lessons learned from a wide variety of programs. The lessons learned reflect extensive commercial acquisition experience and address concepts that should be considered during any systems acquisition, and have particular importance in acquiring commercial off the shelf items.

The guide recognizes that DoD is in an era of unprecedented change – in the make-up and nature of the national and Defense industrial bases; in the ways in which information and related technologies have become essential underpinnings of both our business processes and our future military capabilities; and in the pace of change, throughout the industrial sector. The fact is that traditional processes and strategies for acquiring, developing, fielding and supporting weapons and business systems must be adapted to this new world.

Recent changes to acquisition policy are geared to achieving that objective. DoD must expand the use of commercial off the shelf (COTS) and commercial item hardware and software to leverage the massive technology investments of the private sector and reap the benefits of reduced cycle times, faster insertion of new technologies, lower life

cycle costs, greater reliability and availability, and support from a robust industrial base.

To accomplish this, DoD must review its requirements to determine where they can be satisfied by commercially available products or where those requirements can be altered to enable the Department to leverage the commercial sector. Consequently, it must consider new and different acquisition and support strategies. COTS or commercial item approaches are preferred strategies when appropriate and the guide will provide essential information to commanders and staff as they design their acquisition strategies. The Guide is available on the Deputy Under Secretary of Defense for Acquisition Reform web site: <http://www.acq.osd.mil/ar/doc/cotsreport.PDF>

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